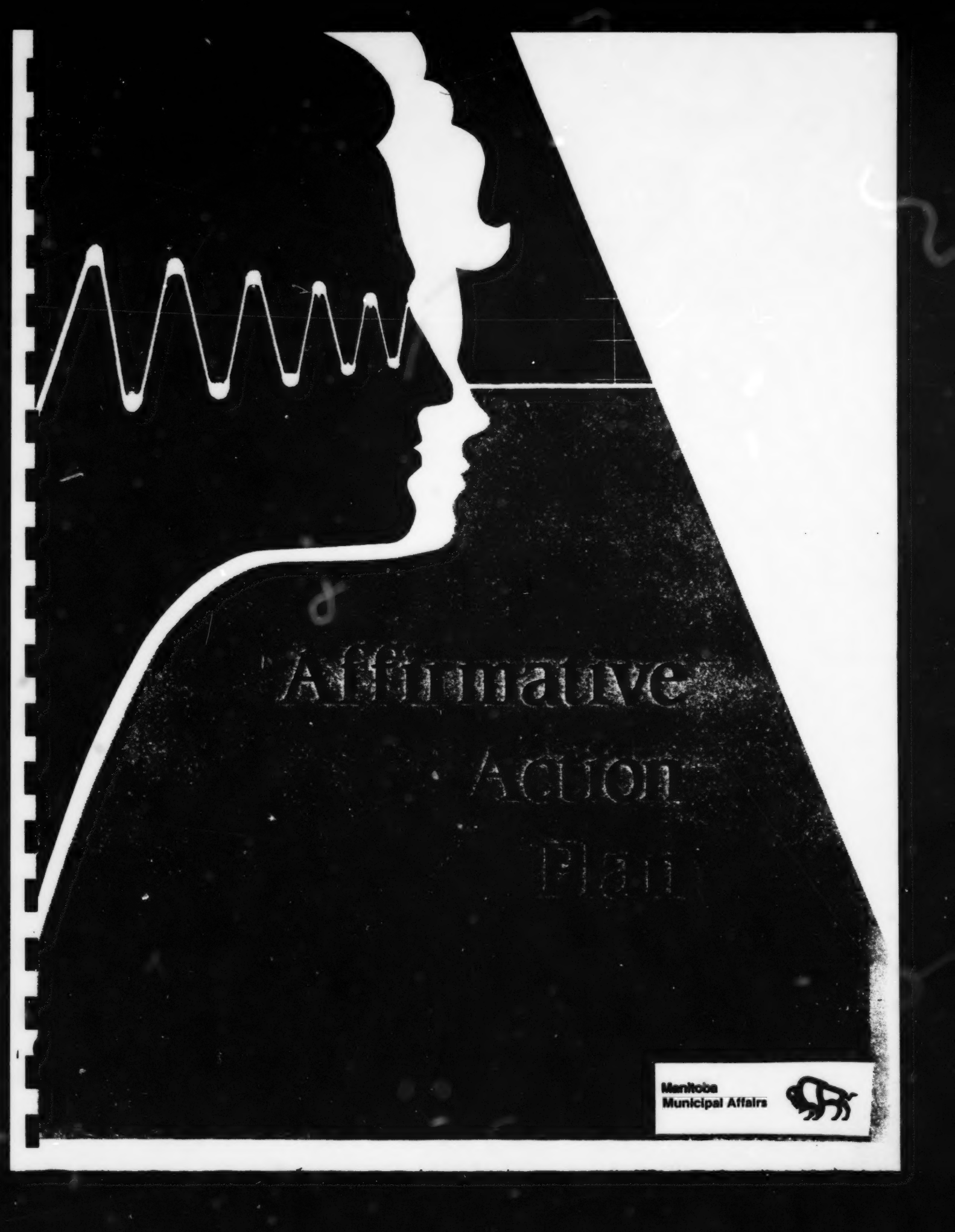
Affirmative
Action
Plan
Manitoba
Municipal Affairs

AFFIRMATIVE ACTION PLAN

DESIGN AND IMPLEMENTATION PHASE

PREPARED BY: **DEPARTMENTAL CO-ORDINATOR:** RITA TECTER

DEPARTMENTAL AFFIRMATIVE ACTION COMMITTEE:

MANAGEMENT:	JOHN WHITING	- DIRECTOR, MUNICIPAL PLANNING BRANCH, CO-CHAIRPERSON.
	DAVID JOHNS	- DIRECTOR, PROVINCIAL PLANNING BRANCH.
	* ROBERT ARBUCKLE	- DEPUTY DIRECTOR, MUNICIPAL ASSESSMENT.
M.G.E.A.:	LOUISE HODDER	- MUNICIPAL ASSESSMENT OFFICER (CO-CHAIRPERSON).
	LILIAN BOUDERLIQUE	- MUNICIPAL ASSESSMENT, CLERK
	ELSIE FORREST	- MUNICIPAL SERVICES OFFICER TO JULY 1, 1987
	SANDRA WIEBE	- MUNICIPAL ASSESSMENT CLERK FROM AUGUST 1, 1986.
EX OFFICIO:	PETER MAH, PLANNER	

THE COMMITTEE ALSO WISHES TO RECOGNIZE THE ASSISTANCE OF **ZINOVIA SOLOMON, PERSONNEL ADMINISTRATOR, HUMAN RESORUCE MANAGEMENT SERVICES BRANCH** AND **LINDA SCOTT**, S.T.E.P. STUDENT IN PREPARATION OF THIS ACTION PLAN.

Co-Chair-M.G.E.A. — Date: Feb 10/88

Co-Chair-Management — Date: Feb 12, 1988.

Co-Ordinator — Date: March 3, 1988

Deputy Minister — Date: July 26/88

* Ken Graham replaces Bob Arbuckle who has retired.

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POLICY STATEMENT

The following is the policy statement agreed to by the Government of Manitoba and the M.G.E.A. on June 7, 1983.

Policy Statement:

"The Government of Manitoba and the M.G.E.A. are committed to the concept of Affirmative Action, to redress the existing discriminatory barriers, and to enhance promotion and equality of treatment within the provincial government for women, physically disabled persons, Natives and visible minorities.

The union and government agree jointly to ensure Manitobans under-represented in government employ have access to employment and opportunity for career path development within that employ, consistent with the Civil Service Act and relevant collective agreements. While the present restraint on hiring throughout the Civil Service will make it more difficult to implement Affirmative Action policies, both parties recognize the need to lay the groundwork for more equitable systems. To this end a joint union/management Affirmative Acton Committee will be established both at the central and departmental level. This committee will design a plan that will include outreach recruitment, special training and management development programs to redress the effects of past practices and to accelerate equalized representation in the work force. Given the systemic discrimination across Departments in the clerical category, the Central Committee will also develop specific strategies and action to accelerate the promotion of persons classified in this category.

SECTION I

MUNICIPAL AFFAIRS TODAY

I. MUNICIPAL AFFAIRS TODAY

1.1 Mission of the Department

The linkage between the Provincial Government of Manitoba and Manitoba municipalities is simple and direct; provincial legislation provides for the existence of municipal government and specifies the duties and power assigned to it. Within the parameters of this legislation however, municipal government is the ruler within its own house and a municipal council is a corporate and independent decision making body.

The legislative relationship between municipal and provincial government has made it necessary and desirable that a formal liaison linkage be established between the two authorities. The history of the province and its municipalities are intertwined. In 1886 the first comprehensive Municipal Act was enacted establishing guidelines and procedures common to all municipalities. At that time the office of the Municipal Commissioner was created. This office evolved over the years and in May 1951 a committee on provincial municipal relations in Manitoba was established. Public hearings and extensive research led to the abolition of The Municipal Commissioner's Act and the creation, in its stead, of the Department of Municipal Affairs in 1953. The Department has and is performing a variety of roles in this regard. They include that of policy maker, watch dog, source of professional expertise, liaison officer and advocate of responsible and efficient municipal government.

The primary clientele served by the Department includes the Minister of Municipal Affairs, municipal government and the general public and a number of other government departments and agencies. The Department's role has expanded in recent years with the advent of the IPB/PLUC system in that departmental staff are asked to study and recommend on a wide variety of socio-economic and resource issues.

The basic duties of Manitoba Municipal Affairs have remained fairly constant since its creation. It continues to perform duties as the initiator of provincial municipal government policies, and as a regulator and monitor of certain municipal responsibilities (financial planning). It also continues to carry out certain line functions (assessment) and remains as the liaison officer and municipal advocate within the provincial system. Within this continuity however, emphasis has changed over the years and is anticipated to continue to evolve into the future. The Department anticipates that future emphasis will be in the areas of an enhanced public education program, municipal advocacy, technological leadership (computerization particularly) and in the policy/research areas of guidance to local government.

The Department recognizes that one if its primary clients, i.e. the general public, does not have the same degree of exposure to Departmental objectives and programs as do municipal councils and other government departments. For this reason major departmental activities like real property assessment and interpreting land subdivision regulations are not, as yet, clearly understood by the public. The Department is moving to strengthen its communication program to ensure that the public understands both the purpose of such activities as well as the methods by which they are carried out.

1.2 Branch Structure/Services

Manitoba Municipal Affairs today consists of 6 branches, Human Resource Management Services and 2 independent boards which have evolved in line with the historical duties of the Department.

The Municipal Assessment Branch - conducts assessment in all municipalities, except the City of Winnipeg; prepares equalized assessment for the province and balanced assessment for the Department of Education. It also carries the responsibility for ensuring fairness and equity in the assessment system across Manitoba. The latter responsibility includes the establishment and maintenance of assessment regulations and procedures applicable to the City of Winnipeg, northern Manitoba and rural areas.

Municipal Advisory and Financial Services Branch - provides accounting and budgeting advice to municipal governments, establishes standards for municipal financial reporting, administers statutory controls over municipal finances, administers municipal grants programs and provides services to other provincial departments regarding municipal financial matters. In addition, the Branch provides an administrative liaison with municipal councils and secretary-treasurers, and supervises Local Government Districts.

Municipal Planning Branch - provides a professional advisory planning service to assist local government in land use decision making; encourages councils to take on planning responsibilities such as forming planning districts and assuming approving authority status for subdivisions; assists Councils and Planning District Boards to prepare local land use policy plans and implementing zoning by-laws; also processes and provides advice on subdivision applications and extends planning advice to the Province.

Research and Systems Branch - established in the Department to research and provide in-depth analysis of various issues and proposals facing the Department and municipal governments. The Branch carries out research programs in all aspects of the Department's endeavors including finance, assessment, computerization, and planning. It also provides a direct computer service to the Province and municipal government in the area of the assessment rolls and tax notices.

Provincial Planning Branch - administers the subdivision approval process. Provides technical and administrative support and policy advice to the Interdepartmental Planning Board and the Provincial Land Use Committee of Cabinet involving the development, processing and monitoring of provincial land use policies, municipal basic planning statements and development plans, socio-economic reviews of natural resources projects and other land related projects.

Financial Communications and Administrative Services Branch - the Financial Communications and Administrative Services Branch co-ordinates the financial and administrative matters to support the needs of the Minister and Deputy Ministers offices as well as the remaining branches.

Human Resource Management Services - reporting to the Deputy Minister. Its program includes the definition and compensation applied to positions, the staffing of those positions, the development and improvement of employee performance and the recommendations of long and short term departmental personnel policies which will complement and support departmental management objectives.

It provides internal and external administrative services to all Municipal Affairs employees.

The Municipal Board - while not a branch of the department, the board members are appointed by Cabinet and function as a quasi-judicial court to hear appeals on assessment, building variations and caveats, objections to zoning by-laws, cancellation and approval of plans of subdivision, municipal boundary disputes and various matters under The Municipal Act, The Planning Act and other relevant statutes. The Board also reviews, limits and approves capital borrowing by municipalities, school divisions and hospital districts and provides for the preparation and issuance of debentures.

The Surface Rights Board - serves as a quasi-judicial forum for determining surface rights, compensating owners of surface rights and determining disputes regarding entry on land re: surface rights.

The Surface Rights Act is directed toward areas of the Province where, for example, oil exploration is taking place where surface rights may become a matter of dispute.

This program was transferred to Municipal Affairs in 1985. Evaluation of the program will follow completion of a year's activities under the direction of a newly constituted Board.

Departmental Executive Board - The format of the departmental organization has been augmented in the last several years by the creation of an Executive Board, chaired by the Deputy Minister and comprised of the Directors of the major branches of the department and the secretary to the board.

1.3 Status of Affirmative Action

Manitoba Municipal Affairs is committed to the concept of Affirmative Action and will continue to strive to attain equitable representation of target group members within the department.

Overall responsibility for the department's affirmative action initiatives rests with the Deputy Minister as chief executive officer. However, as part of the Department's continuing commitment, responsibility for affirmative action implementation has also been directly assigned to all Director/Managers. This has been achieved by including affirmative action performance criteria on appropriate position descriptions. The task of recommending an appropriate plan or program for Manitoba Municipal Affairs was and is the role of the Departmental Affirmative Action Committee and Co-ordinator.

Early in the development of the program, it was recognized that staff required more information about the purpose and intent of affirmative action. Consequently, in 1985 a series of informational meetings were held in Winnipeg and various regional centres in the Province. This was supplemented by articles in the departmental news letter and "Municipal Informat" designed to increase affirmative action awareness in the workplace.

In 1986 the Committee conducted extensive background analysis in order to provide the basis for identifying affirmative action objectives and targets.

Voluntary self-declaration forms were solicited and analysed to determine target group representation and characteristics within the Department. This survey revealed that of the total staff complement of 297 in 1985-86, 46 were target group employees. This represented a total target group representation of 15.5% of which 8.5% were women in non-traditional occupations, 1% Native, 2% visible minorities and 4% physically handicapped. (In general, 34% of staff were females).

In comparison, a check of personnel records indicated that in 1977, only 10 employees or 3.5% of the total staff of 275 people were target group members. These figures illustrate that there has been a fourfold increase in target group representation in the period from 1977 to 1985. This is significant in that such progress has been achieved in advance of more recent initiatives to formalize a Departmental Affirmative Action Plan.

Table 1 outlines a further breakdown of target group characteristics as a percentage of each job family in 1977 and 1985.

TABLE 1

COMPARISON OF INDIVIDUAL TARGET GROUPS AS A PERCENTAGE OF EACH JOB FAMILY

Women	**1977**	**1985**
Management	0 positions of 10 (0 %)	10 positions of 42 (23.8%)
Technical	3 positions of 138 (2.2%)	12 positions of 148 (8.1%)
Admin. Support	60 positions of 88 (68.2%)	74 positions of 76 (97.4%)
Professional	1 position of 39 (2.6%)	5 positions of 31 (16.1%)
Natives		
Management	0 positions of 10 (0 %)	0 positions of 42 (0 %)
Technical	0 positions of 138 (0 %)	3 positions of 148 (2.0%)
Admin. Support	0 positions of 88 (0 %)	1 position of 76 (1.3%)
Professional	0 positions of 39 (0 %)	0 positions of 31 (0 %)
Visible Minorities		
Management	0 positions of 10 (0 %)	1 position of 42 (4.8%)
Technical	0 positions of 138 (0 %)	3 positions of 148 (2.0%)
Admin. Support	0 positions of 88 (0 %)	2 positions of 76 (2.6%)
Professional	0 positions of 39 (0 %)	0 positions of 31 (0 %)
Physically Disabled		
Management	0 positions of 10 (0 %)	1 position of 42 (2.4%)
Technical	1 position of 138 (.7%)	6 positions of 148 (4.1%)
Admin. Support	6 positions of 88 (6.8%)	4 positions of 76 (5.3%)
Professional	0 positions of 39 (0 %)	1 position of 31 (3.2%)

Admin. Support includes 4 half-time positoins.

*3 people are in two categories.

Visible minorities were not included as a target group until Spring 1985.

A further questionnaire survey of staff was undertaken in November of 1985 to evaluate employees perceptions as to the existence and extent of potential job related barriers. In general, it was concluded that while job discrimination did not appear to be a significant problem in Manitoba Municipal Affairs, there appeared to be a number of employment barriers which needed to be addressed.

Attitudes of the applicant/employee and attitudes of supervisors were perceived barriers common to all target groups. It is expected that improvement in these areas will require increased education, awareness and sensitivity to affirmative action objectives.

The results also suggested that a review of the employment and recruitment systems were required to remove possible systemic barriers. This systems review was conducted by the Committee and barriers have been removed as they were identified. For example, as of November 1987, all job bulletins now state that qualified Affirmative Action target group members will be given preference; outreach recruitment is being utilized; class specifications for all classifications specific to this department have been reviewed and non-essential qualifications have been removed.

Directors and Managers, as well, have responded to the need to assure staff and the public that fair employment practices in hiring and promotion are used at all times.

In addition, departmental management has already begun to develop career development programs in order to enhance job opportunities for employees. While such programs may not be limited solely to target group staff members, it is anticipated that such programs will be an important means by which to "prepare" target group employees for advancement.

An example of these early initiatives can be seen in the career pathing program established for assessment clerical staff in order to better qualify for assessment officer positions. Candidates who successfully complete this career training program will also be eligible for reimbursement of approved course expenses in accordance with current departmental training and development procedures. Since at present, female assessment clerks are the norm, this career pathing opportunity is expected to impact most directly on the female administrative support target group.

Other affirmative action measures which have and are being utilized by Manitoba Municipal Affairs focus on the need to provide opportunities for "upward mobility" within current ranks of the department. Junior Assessment Clerks 1 are eligible for reclassification to Assessment Clerks 2 and 3 after completion of "on-the-job" and formal training including required examinations. Similarly, the establishment of the Planner 1 trainee positions provides a bridging position between the Planning Assistant classification and the Planner series. Emphasis in both programs is on recruitment internal to government.

Recent career initiatives within the Department have also resulted in two female target group employees being reclassified. (from the Administrative Officer to Municipal Services Officer series and the Clerical to Professional Officer series, respectively). These promotional opportunities will provide exposure to a wider range of complex duties and valuable work experience for incumbents.

In addition, training and development opportunities have been utilized by nine female departmental staff members to take post-secondary studies. These studies include courses on management, municipal administration and property appraisal offered through the University of Manitoba and the Appraisal Institute of Canada. Upon successful completion of their respective study programs, staff are eligible to be fully reimbursed by the Department for tuition and course textbooks. To date, four candidates have successfully completed their studies.

The continued success of the department's affirmative action plan will require continuous monitoring to measure progress, to flag the areas of possible weakness and to suggest areas for improvement to the plan or program delivery system. To fulfill this function the Human Resource Management Services section has already implemented procedures to record affirmative action related statistics for all competitions. These statistics record the number of target group applications received and target group members interviewed and hired.

Taken as a whole, it is believed that such measures will greatly improve career opportunities and open up entry level positions in order to increase representation of affirmative action target groups within the Department. However, it is understood that such efforts are a beginning.

The remaining sections of this report outline Manitoba Municipal Affairs affirmative action objectives and targets as well as the special measures by which it will achieve them.

SECTION II

AFFIRMATIVE ACTION

OBJECTIVES & TARGETS

II. AFFIRMATIVE ACTION OBJECTIVES & TARGETS

2.1 Departmental Objectives

The following set of objectives have been established by the Department of Municipal Affairs as the basis of the Departmental Affirmative Action Plan:

1) to increase the representation of women in under-represented classifications in the Department and advancement within the clerical series;

2) to increase the representation of Natives, physically disabled and visible minorities in the Department;

3) to increase job satisfaction within the Department through the development of career opportunities and job enrichment;

4) to maintain an ongoing review of employment systems to identify and correct systemic barriers;

5) to maintain awareness of the Affirmative Action Plan amongst staff;

6) to monitor the effectiveness of the Affirmative Action activities in meeting the objectives of the plan.

Pursuit of these objectives by the Department of Municipal Affairs will:

1) contribute to a greater understanding of Affirmative Action;
2) create an on-going recognition of Affirmative Action as a major element in Human Resource Management;
3) increase opportunities for all employees;
4) impact directly on participation rates of target group employees;
5) assist in future planning activities.

2.2 IMPORTANT CONSIDERATIONS

By implementing the aforementioned Affirmative Action Objectives, Manitoba Municipal Affairs intends to increase the representation of target group individuals in its employ.

It is important to recognize, however, that the department's ability to increase target group representation in the regular workforce is and will be affected by various factors which largely remain outside of the department's control. These factors must be considered in the design and implementation of the department's Affirmative Action Plan.

These considerations include:

1) Size of Department - Manitoba Municipal Affairs is a relatively small department with respect to staffing levels. As a result, there may be fewer opportunities available for staff turnover to implement affirmative action in comparison to larger sized departments. Historically due to a stable work environment there has been a low staff turnover.

2) Budget Cuts - Restraint programs have resulted in a downsizing of the department's staff from 297 to 285 since 1985. Further budget cuts may occur in the next 10 years resulting in possible future downsizing.

3) Re-deployment - Budget cuts have led to the establishment of re-deployment lists which departments are required to consider first and foremost when hiring or replacing personnel. The people on the re-deployment lists may not necessarily meet the Affirmative Action Objectives.

4) Qualifications - Certain positions within the department require people with specific educational qualifications that can only be obtained in recognized educational institutions. (e.g. planners and drafting technicians). Increased target group representation in these classifications is dependent in part, upon affirmative action target group representation of graduates.

   These institutions, at last review, have low affirmative action student representation particularly in regard to Natives, the physically handicapped and visible minorities.

5) Language Needs - Provincial policies that set staffing priorities and criteria in respect to fluency in both official languages may also pose a constraint for the department's affirmative action program.

6) Internal Training & Promotion - Approximately one third of positions in Municipal Affairs are filled by internal promotion. Assessment Clerks and Officers receive training provided by the Department which qualifies incumbents for promotion. This training is not available elsewhere. External recruitment for

these positions takes place only at the entry level. Consequently, the potential to increase target group representation in the assessment classifications lies at the entry level trainee positions.

As experienced in recent years, these factors can impact directly upon the number of positions available to be filled within Manitoba Municipal Affairs and the availability of qualified target group candidates eligible to compete for position vacancies.

It is therefore necessary to give due consideration to the various limiting factors and their implications in order to establish realistic affirmative action targets.

2.3 Departmental Targets

Manitoba Municipal Affairs has established an overall goal to increase affirmative action target group representation from 15.5% in 1986 to just over 30% of the total staff complement by 1996. This 10 year goal would result in a net increase of approximately ±43 affirmative action target group personnel in addition to the 46 "declared" target group employees in 1985. This assumes that current 1987 staffing levels at 285 persons remains constant.

Table 2 - Statistical Analysis of Staff for Affirmative Action Target Setting Exercise estimates the cumulative vacancies anticipated in the Department in 1996. These estimates are based upon a review of staff turnover between 1981-1985, existing position vacancies in

April 1986 and a projection of possible retirements in the period 1986 to 1991. This statistical summary was used as a basis for setting interim 1 year, 5 year and 10 year targets to meet the overall goal.

In year 1 (1986-87), there were 15 positions filled in the Department of which 30% (or 4 positions) were target group employees. This includes two Assessment Clerk positions, one handicapped clerk-employee and one female Senior Planner.

Using this 30% guideline, the five year cumulative affirmative action target is 21 positions out of the 70 vacancies anticipated from 1986 to 1991. This 30% guideline is realistic given the various limiting factors noted previously.

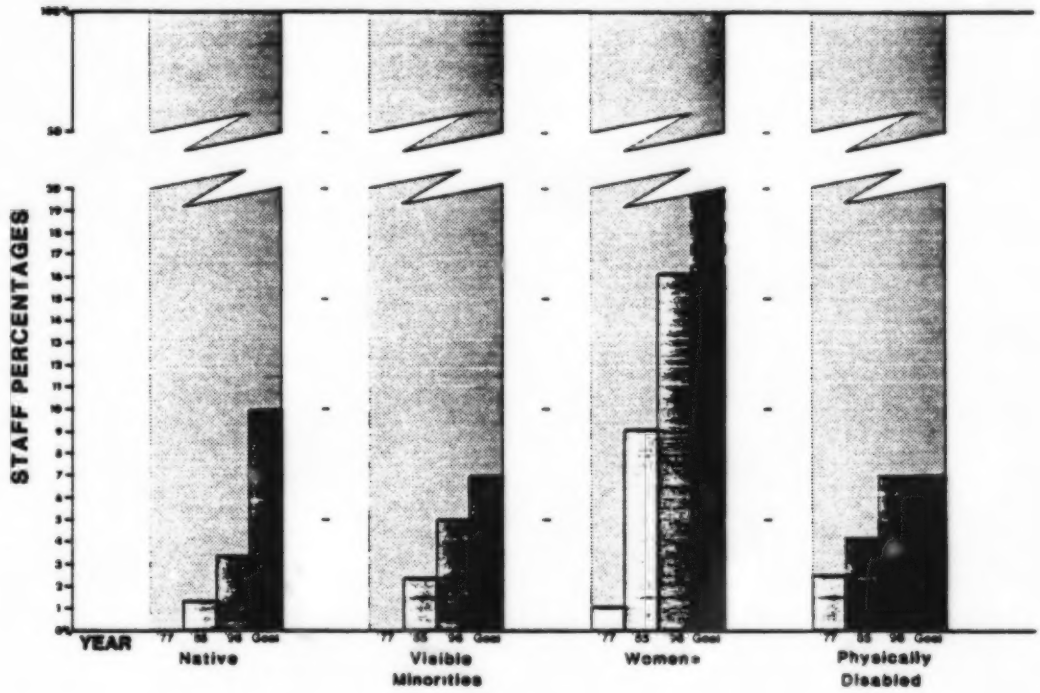
However, by 1991, the Department's career development and training initiatives should enhance target group qualifications sufficiently to implement a 40% target guideline for the latter half of the decade. Consequently, by 1996, the 10 year cumulative affirmative action target is $\pm$43 positions out of the estimated 106 vacancies from 1986 to 1996.

It is fully expected that achievement of these interim target guidelines will meet Manitoba Municipal Affair's overall goal of 30% target group representation in the department. This is a realistic expectation, however, the department is not limited to this 30% as a maximum.

A further breakdown of the planned increase in representation for selected target groups in the 10 year period is illustrated in Figure "A".

FIGURE A

TARGET GROUPS AS A % OF TOTAL DEPARTMENT WORK FORCE
Past, Present and Projected (10 Year Plan and Goal)



* in managerial, administrative and technical positions only

Note: department work force includes vacancies

While the focus on the affirmative action plan will, no doubt, be on target group numbers in ensuing years; the plan's performance will be dependant upon the implementation of special measures. These special measures are described in the next section.

TABLE 2

MANITOBA MUNICIPAL AFFAIRS

STATISTICAL ANALYSIS OF STAFF FOR AFFIRMATIVE ACTION TARGET SETTING EXERCISE

		NUMBER IN DEPT. 1985	TURNOVER 1981-1985	EXISTING VACANCIES APRIL/86	POSSIBLE RETIREMENTS 1986-1991	CUMULATIVE PROJECTION OF ANTICIPATED VACANCIES Year 1 1986-87	Year 5 1986-91	Year 10 1986-96
GRP 1 - MANAGERIAL, ADMINISTRATIVE & RELATED OCCUPATIONS								
SUB-GROUP 1.0 MANAGERIAL & ADMINISTRATIVE								
Administrative Officers	(AO)	1	1					
" "	(AO1)	3 (1T)	1	1	1		2	3
" "	(AO2)	5 (3T)	2				1	2
" "	(XO3)	2 (1T)				1		1
Deputy Director, Planning	(DDP)	1						
Municipal Advisory & Financial	(PCO)	1	1				1	1
Executive Assistant (Appointed)	(EXA)	1 (1T)					1	1
Resident Administrators	(RA2)	1	1					
	(RA3)	6 (2T)	1				1	2
	(RA4)	2 (1T)	1				1	1
	(RA5)	1						
Secretary, Municipal Board	(SMB)	1						1
Senoir Officers (DM)	(SF1)	4		2*			1	1
	(SF2)	3						1
(Appointed)	(SF5)	1 (1T)						
(Appointed)	(SF6)	1	1				1	1
Special Assistant (Appointed)	(SPA)	1					1	1
Supervisor, Municipal Accounting	(SMP)	1 (1T)						
Supervisor, Municipal Finance	(PB)	1						1
TOTAL		37 (10T)	9	3	1	1	10	17

T - Target Group

*When refilled one SF1 classification will be changed

Year 10 is a straight line projection.

TABLE 2 (CONTINUED)

		NUMBER IN DEPT. 1985	TURNOVER 1981-1985	EXISTING VACANCIES APRIL/86	POSSIBLE RETIREMENTS 1986-1991	CUMULATIVE PROJECTION OF ANTICIPATED VACANCIES Year 1 1986-87	Year 5 1986-91	Year 10 1986-96
SUB-GROUP 1.1 FINANCIAL OCCUPATIONS								
Accountant 3	(A3)	1			1			1
Administrator, Mun. Services Branch	(AMU)	1			1		1	1
TOTAL		**2**			**2**		**1**	**2**
Sub Group 1.2 PERSONNEL & INDUSTRIAL RELATIONS								
Departmental Personnel Administrator	(P6)	1 (1T)		1		1	1	1
TOTAL		**1 (1T)**		**1**		**1**	**1**	**1**
Sub-Group 1.3 INSPECTION & REGULATORY								
Assessment Officers 1-4	(AS4)	78 (12T)	22*	4	2		7	11
" " 5	(AS5)	9	1		3	1	4	6
" " 6	(AS6)	13	7	1	4	3	5	5
" " 7	(AS7)	1			1		1	1
TOTAL		**101 (12T)**	**30**	**8**	**10**	**4**	**17**	**23**
Sub-Group 1.4 DATA PROCESSING								
Computer Programmer 1	(CP1)	4 (1T)	4**					2
" " 2	(X2A)	1						
" " 3	(CP3)	1						
Keypunch Operators	(K02)	4	4				2***	2
" "	(K03)	1	1				1	1
TOTAL		**11 (1T)**	**9**				**3**	**5**

T-Target Group Members currently employed by Department.

*16 New Assessor positions established.

** 4 New Computer Programr. positions established

*** Possible decentralization of Data Entry

Year 10 is a straight line projection

TABLE 2 (CONTINUED)

	NUMBER IN DEPT. 1985	TURNOVER 1981-1985	EXISTING VACANCIES APRIL/86	POSSIBLE RETIREMENTS 1986-1991	CUMULATIVE PROJECTION OF ANTICIPATED VACANCIES Year 1 1986-87	Year 5 1986-91	Year 10 1986-96
SUB-GROUP 1.5 ADMINISTRATIVE SUPPORT							
Administrative Secretary 2 (AY2)	7 (2T)	6			2	7	10
" " 3 (AY3)	22 (1T)	16			4	9	13
" " to Deputy Minister (AYD)	1 (1T)	2					
" " to Minister (appointed) (AYM)	1						
Clerk 2 (CL2)	2 (2T)	5				3	5
3 (CL3)	5	2		1		1	2
4 (Includes ASCL 1-3) (CL4)	18	1	1		1	2	4
5 (CL5)	13 (1T)	2		2	1	2	4
Clerk-Typists 3 (CT3)	3	3*					1
TOTAL In this sub-group: 7T Female-1T, Disabled-1T, Visable Minority 2 Male	**72 (7T)**	**37**	**1**	**3**	**8**	**24**	**38**
SUB-GROUP 1.6 OCCUPATIONS IN PROGRAM ORGANIZATION & METHODS ANALYSIS							
Planning & Program Analyst 2 (PM2)	1 (1T)	1					
TOTAL	**1 (1T)**	**1**					
SUB-GROUP 1.8 COMMUNICATIONS OCCUPATIONS							
Information Writer (IW1)	1 (1T)						
TOTAL	**1 (1T)**						
SUB-GROUP 1.9 OTHER OCCUPATIONS RELATED TO MANAGEMENT & ADMIN. NOT ELSEWHERE CLASSIFIED							
Municipal Services Officer (MSO)	5 (1T)			3		3	4
TOTAL	**5 (1T)**			**3**		**3**	**4**

T-Target Group Members currently employed by the Department.

*3 turnover due to restructure of branch

Year 10 is a straight line projection.

TABLE 2 (CONTINUED)

		NUMBER IN DEPT. 1985	TURNOVER 1981-1985	EXISTING VACANCIES APRIL/86	POSSIBLE RETIREMENTS 1986-1991	CUMULATIVE PROJECTION OF ANTICIPATED VACANCIES Year 1 1986-87	Year 5 1986-91	Year 10 1986-96
GROUP 2 - OCCUPATIONS IN NATURAL SCIENCE & ENGINEERING								
SUB-GROUP 2.1 OCCUPATIONS IN ARCHITECTURE, ENGINEERING & RELATED FIELDS								
Drafting Technician 2	(DN2)	4 (2T)	3				1	3
" " 3	(DN3)	6					1	1
" " 4	(DN4)	7	1		1		1	1
" " 5	(DN5)	1						
Planning Assistant 2	(AP2)	13 (3T)	3	1			2	3
Planner 1 (Training Level)	(LP1)	2	4				1	1
3	(LP3)	15 (4T)	2				2	3
5	(LP5)	16 (2T)	3		2	1 (F)	3	3
TOTAL		64 (11T)	16	1	3	1	11	15
AGGREGATE TOTAL		285 (48T) 15.89%	106	11	32	15	70	106

*This does not include the four half-time positions.

T-Target Group Members currently employed by Department.

We project a turnover of 106 employees, between 1986-1996. We will attempt to attain a 30% target group membership of the current employees (285 in 1987). This is approximately 89 employees which will include promotions from within.

REALISTIC EXPECTATIONS - PERCENTAGE	30%	30%	40%
ACTUAL POSITIONS	4	20	± 43

Year 10 is a straight line projection.
Percentages include female promotion or bringing in members of other tafget groups.
Numbers of actual positions are rounded to the nearest whole.

SECTION III

AFFIRMATIVE ACTION
SPECIAL MEASURES

OBJECTIVE I: To increase the representation of women in under-represented classifications and advancement within the clerical series in the Department.

*Definition: Whenever it appears in the Affirmative Action Plan, Departmental Management means Executive Board. Whenever it appears in the Affirmative Action Plan, H.R.M. means Human Resource Management.

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
1) a) Identify middle and senior management positions which may be vacated in the next five and ten years.	Departmental Management	Completed June , 1986 ongoing	Identification of positions regarded as "middle" and "senior" management and potential vacancies.
b) Identify the number of female incumbents in positions "feeding" into these middle and senior management positions who have the potential to be candidates.		Ongoing	Identification of high potential women through performance management system.
2) Where vacancies occur within the clerical component consideration will be given to recruit candidates internally from within the Department wherever possible.	Departmental Management H.R.M.	Ongoing	Promotion of internal candidates.
3) Initiate and implement career development opportunities for potential female candidates identified through the performance management and appraisal system, eg. recommending training courses to better qualify for promotions.	Departmental Management H.R.M.	July 1, 1986 and ongoing	Career development a routine consideration in performance management.
4) Conduct recruitment for suitably qualified female candidates, firstly within the Deparment secondly within Government and then by outreach recruitment in order to encourage qualified women to apply.	H.R.M.	Ongoing	Increase in female applicants and appointments.

OBJECTIVE I: (CON'T)

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
5) In classifications that are female under-represented, implement special recruitment measures to:			
a) include words in job bulletins and advertisements that preference will be given to Affirmative Action target groups.	H.R.M.	April 1, 1986 and ongoing	Increased applications, interviews and appointments of women to under-represented
b) interview females who meet the basic qualifications of the positions; where the number of qualified female candidates is high, only the most qualified female candidates need be interviewed.	Departmental Supervisors	April 1, 1986 and ongoing	classifications/reduction in number of under-represented classifications.
c) include "female" as one of the selection criteria in every competition.	Departmental Supervisors H.R.M.	April 1, 1986 and ongoing	

OBJECTIVE II: To increase the representation of Natives in the Department.

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
1) Implement recruitment measures to:			
a) include words in job bulletins and advertisements that preference will be given to Affirmative Action target groups.	H.R.M.	June 1, 1986 and ongoing	Increased applications, interviews and appointments of Natives.
b) interview Natives who meet the basic qualifications of the positions, where the number of qualified Native candidates is high, only the most qualified Native candidates need be interviewed.	Departmental Supervisors H.R.M.		
c) include "Native" as one of the selection criteria in every competition.	Departmental Supervisors H.R.M.		
2) Conduct outreach recruitment to increase the number of qualified Native applicants.	H.R.M.	Ongoing	Increased Native applicants in competitions.
3) Maintain contact with the Civil Service Commission for outreach Native candidates.	H.R.M.	Ongoing	Increase in Native people considered and hired.
4) Where vacancies occur within the Departmental clerical component consideration will be given to recruit Native candidates internally from within the Department wherever possible.	Departmental Management H.R.M.	Ongoing	Promotion of internal candidates.
5) Initiate and implement career development opportunities for Native employees through the performance management and appraisal system, eg. recommending training courses to better qualify for promotions.	Departmental Management H.R.M.	September 1, 1986 and ongoing	Career development a routine consideration

OBJECTIVE II: (CON'T)

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
6) a) Identify middle and senior management positions which may be vacated in the next five and ten years.	Departmental Management	Completed June, 1986	Identification of positions regarded as middle and senior management and potential vacancies.
b) Identify the number of Native incumbents in positions "feeding" into these middle and senior management positions who have the potential to be candidates.			Identification of high potential Natives through performance management system.

OBJECTIVE III: To increase the representation of the physically disabled in the Department.

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
1) Implement recruitment measures to:			
a) include words in job bulletins and advertisements that preference will be given to the Affirmative Action target groups.	H.R.M.	June 1, 1986 and ongoing	Increased applications, interviews and appointments of physically disabled persons.
b) interview physically disabled persons who meet the basic qualifications of the position; where the number of qualified physically disabled persons is high, only the most qualified physically disabled persons need be interviewed.	Departmental Supervisors H.R.M.	April 1, 1986 and ongoing	
c) include "physically disabled" as one of the selection criteria in every competition.	Departmental Supervisors H.R.M.	April 1, 1986 and ongoing	
2) Conduct outreach recruitment to increase the number of qualified candidates who are physically disabled	H.R.M.	Ongoing	Increased physically disabled applicants in competition.
3) Maintain contact with the Civil Service Commission for outreach physically disabled candidates.	H.R.M.	Ongoing	Increase in physically disabled people considered and
4) Where vacancies occur within the Departmental clerical component consideration will be given to recruit physically disabled candidates internally from within the Department wherever possible.	Departmental Management H.R.M.	Ongoing	Promotion of internal candidates.

OBJECTIVE III: (CON'T)

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
5) Where a physically disabled candidate is interviewed consideration will be given to redesigning peripheral duties of the job to accommodate a physically disabled person.	Branch Directors Departmental Supervisors	April 1, 1986 and ongoing	Evidence of accommodation where feasible.
6) Assess buildings requiring structural renovations for wheelchair access and other barriers, and convey to our Deputy Minister.	Branch Directors	June 1, 1986 and ongoing	Department's priorities conveyed to Government Services.
7) When a physically disabled person is appointed and where desirable, design an integration orientation plan involving input and assistance from employees and supervision at the work place. Plan would include such measures as support in the event of crisis; briefing of supervisors re: their responsibilities, workplace, health and safety consideration, eg. fire escape plan.	Departmental Supervisors H.R.M.	April 1, 1986 and ongoing	Standard retention rates for disabled persons.
8) Initiate and implement career development opportunities for employees who are physically disabled through the performance management and appraisal system, eg. recommending training courses to better qualify for promotions.	Departmental Management H.R.M.	September 1, 1986 and ongoing	Career development a routine consideration.
9) a) Identify middle and senior management positions which may be vacated in the next five and ten years. b) Identify the number of physically disabled incumbents in positions "feeding" into these middle and senior management positions who have the potential to be candidates; review annually.	Departmental Management	Completed June, 1986	Identification of positions regarded as middle and senior management and potential vacancies. Identification of high potential physically disabled.

OBJECTIVE III: (CON'T)

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
10) Continue to participate in the disabled student component of S.T.E.P.	Departmental Supervisors H.R.M.	Ongoing	Disabled students hired. Positive feedback.
11) Continue to participate in the Human Resource Opportunity Program administered by the Department of Employment Services and Economic Security to improve awareness and acceptance of the physically disabled.	Departmental Supervisors	Ongoing	Disabled people offered positions after training period. Positive feedback.

OBJECTIVE IV: To increase the representation of visible minorities in the Department.

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
1) Implement recruitment measures to:			
a) include words in job bulletins and advertisements that preference will be given to target groups.	H.R.M.	April 1, 1986 and ongoing	Increased applications, interviews and appointments of qualified visible minorities.
b) interview visible minority candidates who meet the basic qualifications of the position; where the number of qualified candidates is high, only the most qualified visible minority candidates need be interviewed.	Departmental Supervisors H.R.M.	April 1, 1986 and ongoing	
c) include "visible minorities" as one of the selection criteria in every competition.	Departmental Supervisors H.R.M.	April 1, 1986 and ongoing	
2) Conduct recruitment to increase the number of qualified visible minority applicants.	H.R.M.	Ongoing	Increased visible minority applicants in competition process.
3) Maintain contact with Civil Service Commission for outreach visible minority candidates.	H.R.M.	Ongoing	Increase in visible minority people considered and hired.
4) Where vacancies occur within the Departmental clerical component consideration will be given to visible minority candidates internally from within the Department wherever possible.	Departmental Management H.R.M.	Ongoing	Promotion of internal candidates.
5) Initiate and implement career development opportunities for visible minority employees through the performance management and appraisal system, eg. recommending training courses to better qualify for promotions.	Departmental Management H.R.M.	July 1, 1986 and ongoing	Career development a routine consideration.

OBJECTIVE IV: (CON'T)

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
6) a) Identify middle and senior management positions which may be vacated in the next five to ten years. b) Identify the "feeding" into these middle and senior management positions who have the potential to be candidates; review annually.	Departmental Management	Completed June, 1986 Ongoing	Identification of positions regarded as middle and senior management and potential vacancies. Identification of high potential visible minorities.

OBJECTIVE V: To increase job satisfaction within the Department through the development of career opportunities and job enrichment.

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
1) Develop and implement an educational leave policy, conditions to be established in consultation with managers and Civil Service Commission.	Executive Board H.R.M.	December, 1988	Policy in place
2) Develop and implement an educational assistance policy, conditions to be established in consultation with managers and Civil Service Commission.	Executive Board H.R.M.	December, 1988	Policy in place
3) a) Include career planning/development as a component of the performance management and appraisal system.	Departmental Management H.R.M.	July 1, 1986 and ongoing	Program developed and implemented
b) Inform emplcyees of any government programs created for career development.	H.R.M.	Ongoing	Employees involved in government wide programs.
4) Develop and make available to employees a career manual, describing occupations in the Department, the qualifications required for each and how one might obtain the qualifications.	Branch Directors H.R.M.	1993	Career manual outline completed; contents begun

OBJECTIVE VI: To maintain an ongoing review of employment systems to identify and correct systems that pose barriers to the target groups.

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
1) Review qualification requirements for positions within the Department to identify any adverse impact on target groups and revise where appropriate.	Affirmative Action Committee H.R.M. Branch Directors	Ongoing	Qualifying requirements no longer contain systemic barriers.
2) Periodically review recruitment practices to identify any adverse impact on target groups and revise where appropriate.	Affirmative Action Committee H.R.M. Branch Directors	Ongoing	Recruitment practices contain no adverse impact on target groups.

OBJECTIVE VII: To maintain awareness of the Affirmative Action plan among staff.

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
1) Communicate the Department's Affirmative Action Plan to all staff.	Affirmative Action Committee with Executive Board Approval	June 188	All staff aware of the approved plan.
2) From time to time remind all staff of the purpose of the Affirmative Action program and issue updates on progress.	Affirmative Action Committee with Executive Board Approval	Ongoing	All staff made aware of updates.
3) Include in new and revised position descriptions of managers and supervisors a responsibility for implementing Affirmative Action.	Departmental Management Departmental Supervisors H.R.M.	Commence June 1, 1986 Ongoing	Affirmative Action in job description.
4) Develop associated performance standards and hold managers and supervisors accountable for meeting those standards	Departmental Management Departmental Supervisors H.R.M.	Ongoing	Performance standards established.
5) Provide the Department of Municipal Affairs orientation manual to all new staff, including information on the Department's Affirmative Action Plan.	H.R.M. Departmental Supervisors	Ongoing	All new employees receive an Orientation manual including information on the Affirmative Action Plan.
6) Implement measures to encourage target group members to self-declare	H.R.M.	Ongoing	All target group members self-declare.

OBJECTIVE VIII: To monitor the effectiveness of the Affirmative Action activities in meeting the objectives of the Plan.

ACTIVITY	RESPONSIBILITY	TARGET DATE	MEASUREMENT CRITERIA
1) Gather information, analyse and report on a quarterly basis to the Executive Board and employing authority: a) statistics as follows: -number of bulletined positions; -number of applications for bulletined positions received from target group members; -number of target group interviewed and appointed;	Affirmative Action Committee H.R.M.	Quarterly	Reports prepared and distributed with comments/ recommendations from Affirmative Action Coordinator (Refer to forms 1 & 2 in the appendices.)
b) identify areas where target group members are not being interviewed or hired and determine the reason.	H.R.M.	Ongoing	
2) Gather information, analyze and report on an annual basis to the Executive Board and Employing Authority. a) change in the distribution of target group members by branch and classification; b) number of employees taking training and/or educational leave or receiving educational assistance and of those the number of target group members.	Affirmative Action Committee with Executive Board Approval	Ongoing	Reports prepared and distributed with comments/ recommendations from Affirmative Action Coordinator (Refer to forms 3 & 4 in the appendices.)
c) progress in implementing measures outlined under the previous objectives.	Affirmative Action Committee H.R.M.	Ongoing	
d) review special measures and/or implementation strategy for effectiveness: -classifications that are not experiencing an increase in target group employment in relation to vacancy opportunities. -barriers in implementing Affirmative Action Special Measures.	Affirmative Action Committee H.R.M.	April 1, 1987	

APPENDICES

AFFIRMATIVE ACTION TARGETS & RESULTS

ANNUAL TARGETS - BASED ON TOTAL STAFF OF 297

GROUP	1985/86 TOTAL (ACTUAL)	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96
FEMALE	101	3	2	2	2	3	2	2	2	2	2
NATIVE	4	–	1	1	1	1	1	2	1	1	1
VISIBLE MINORITY	6	–	1	–	1	–	1	1	–	1	1
DISABLED	12	–	–	1	–	1	1	–	1	–	–

ANNUAL PROJECTIONS vs ACTUAL

GROUP	1985 / 86		1986 / 87		1987 / 88					1988 / 89					1989 / 90					1990 / 91				
	ACTUAL		ACTUAL		TARGET		ACTUAL		% DIFF. + or –	TARGET		ACTUAL		% DIFF. + or –	TARGET		ACTUAL		% DIFF. + or –	TARGET		ACTUAL		% DIFF. + or –
	#	%	#	%	#	%	#	%		#	%	#	%		#	%	#	%		#	%	#	%	
FEMALE	101	34.0	103	34.4	105	35.4	100	34.7	– .7	108	36.4	99.5	35.3	– 1.1	110	37.0				113	38.0			
NATIVE	4	1.3	6	2.0	5	1.7	7	2.8	+ 1.1	6	2.0	7	2.5	+ .1	7	2.4				8	2.7			
VISIBLE MINORITY	6	2.0	6	2.0	7	2.4	6	2.1	– .3	7	2.4	7	2.5	+ .1	8	2.7				8	2.7			
DISABLED	12	4.0	12	4.0	12	4.0	15	5.2	+ 1.2	13	4.4	15	5.3	+ .9	13	4.4				14	4.7			
VACANCIES	12	4.0	16	5.4	11	3.7	14	4.8		14	4.7	14.5	5.1		13	4.4				12	4.0			
TOTAL (BASE)	297		299		297		286			297		282			297					297				

GROUPED AS ABOVE	1991 / 92					1992 / 93					1993 / 94					1994 / 95					1995 / 96				
	115	38.7				117	39.4				119	40.0				121	40.7				123	41.4			
	9	3.0				11	3.7				12	4.0				13	4.4				14	4.7			
	9	3.0				10	3.4				10	3.4				11	3.7				12	4.0			
	15	5.0				15	5.0				16	5.4				16	5.4				16	5.4			
	6	2.7				8	2.7				7	2.4				7	2.4				7	2.4			
	297					297					297					297					297				

APRIL 7, 1988

AFFIRMATIVE ACTION STATISTICS

QUARTERLY REPORT

JOB FAMILY GROUP #

POSIT. CLASS	SY#	NAME		EMPL. CLASS	NATIVE	VISIBLE MINORITY	DISABLED
		MALE	FEMALE				

COMPETITION REPORT - PERMANENT

from _____ to _____

COMPETITION No.	COMPETITION TYPE *	POSIT. CLASS	NAME & TYPE OF EMPLOYEE MALE	P/T	NAME & TYPE OF EMPLOYEE FEMALE	P/T	DATE APPT'D	EMPL. CLASS	NATIVE	VISIBLE MINORITY	DISABLED

* OPEN (OP), CLOSED (CL), OR INTERNAL (INT)

NOTE 1) If appointment is other than full time please indicate " half" or "part" in margin on right

NOTE 2) Mark entry level appointments with † in right margin

COMPETITION REPORT – TERM

from _____ to _____

COMPETITION No.	COMPETITION TYPE *	POSIT. CLASS	NAME & TYPE OF EMPLOYEE MALE	P/T	FEMALE	P/T	DATE APPT'D	LENGTH OF TERM	EMPL. CLASS	NATIVE	VISIBLE MINORITY	DISABLED

WAIVERS

FISCAL YEAR _____

SY #	POSIT. CLASS	NAME	APPOINT. DATE	EMPL. CLASS	NOTES / REASON

PROMOTIONS

FISCAL YEAR _____

SY #	NAME	TARGET GROUP	ACTION	DATE

DEVELOPMENT

FISCAL YEAR _____

SY #	POSIT. CLASS	NAME	EMPL. CLASS	TARGET GROUP	DEVELOPMENT ACTIVITY